

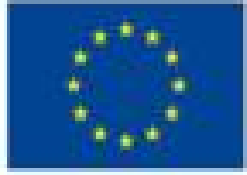


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Capacity Building
in the field of
Higher Education



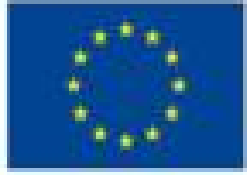
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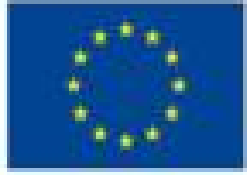
Outline of the presentation

- State of play of your project's contractual process
- How to manage your project
- Financial management
- Project monitoring
- Communication & Dissemination
- Quality assurance
- Special Mobility Strand
- Conclusions



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**State of play of your project's
contractual process**



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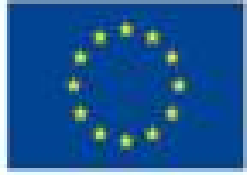
State of play of your project's contractual process

Grant Agreement

- Issued before Christmas
- PIC issues 
- Start of the eligibility period: 15 October 2016

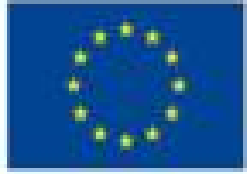
Payment

- First instalment at contract signature (50% of the grant)



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How to manage your project



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Ensure the commitment of your institution

Institutional commitment is a precondition to success:

At HEI level:

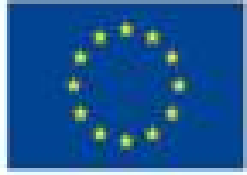
- Academic authorities
- Finance Department, International Office
- Students and staff

At Ministry level

- Structural Projects

Will ensure:

- Expertise in terms of administrative/financial constraints
- National dissemination and Sustainability



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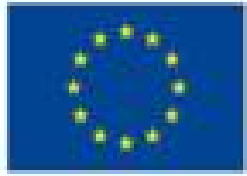
Clarify the roles and learn the rules

Be aware of your role in the project

- Read the project description & objectives
- Find out what you are supposed to do

Read carefully all project contractual and financial documents

- To be provided by coordinator
- EACEA Agency website
- Project documents
 - Grant Agreement
 - Guidelines for the Use of the Grant



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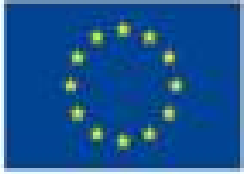
Take local rules into account

Find out about your Institution's internal rules

- Ask your administration
- Communicate these rules to the coordinator
- Nominate person responsible for finances at each Partner

Find out about national constraints/legislation

- Visa requirements
- Project registration
- VAT
- Staff payment modalities
- Accreditation of newly developed curricula



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Cooperation with your project partners

Meet and discuss within your partnership:

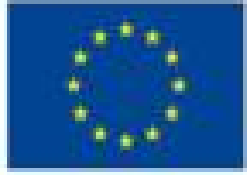
- Distribution of tasks
- Financial provisions
- Rules (CBHE + your institution's)

Draft a Partnership agreement

- Agree with your partnership on the procedures you will adopt
 - Make sure you understand all the rules which will apply to you
 - Make sure you have a voice in the decision-making process
- Consolidate your agreements in writing
- Template available on Agency's website



**Transparent
Management**



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Partnership Agreement

Mandatory

- At the latest 6 months after signature of Grant Agreement

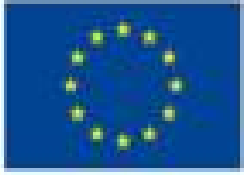
Must be negotiated with partners

Covers all aspects of the project:

- The partners role and responsibilities
- Financial Management
- Project Management and decision-making process
- Project Quality Assurance
- Decision/Conflict resolution mechanisms

National constraints/legislation

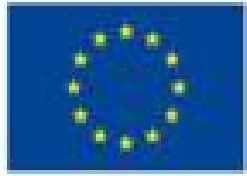
- National constraints/legislation of the project partners must be taken into account



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Check for synergies with other projects

- Check if there are other Tempus/CBHE projects in the same subject area
- Check if there are complementarities
- Organise meetings with other projects to share:
 - Outputs
 - Experience
 - Best practices



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Changes to the project

Administrative changes (PIC)

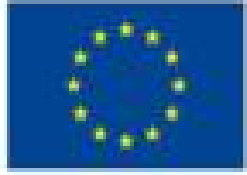
- Address, Legal name, Legal representative, Bank Account, etc.

Functional changes

- Work programme, equipment, eligibility period
- Partnership (withdrawal, addition, replacement)
- Budget: 10% rule

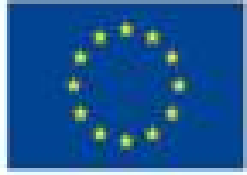
How to proceed

- Inform coordinator asap, who will in turn inform the Agency
- At the latest 1 month before the project's end date
- The Agency will ask for supporting documents
- If the change is accepted: an amendment will be carried out if needed



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Financial Management



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Reporting obligations and payments

Grant Agreement

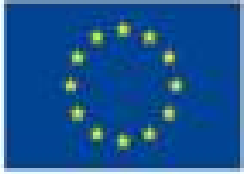
- Start of the eligibility period: 15 October 2016
- End of the eligibility period: 14 October 2019

Reporting obligations

- Progress Report
- Final Report

Payments

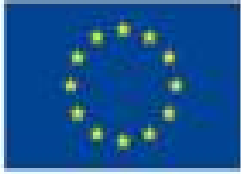
- First instalment at contract signature (50% of the grant)
- Second instalment (40%)(when 70% of first instalment spent)
- Balance (10% max) after analysis of final report by EACEA
- Payment modalities within the consortium: defined in the Partnership Agreement



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Budget Categories : Thresholds

Staff costs	Max 40% of total eligible costs
Equipment	Max 30% of total eligible costs
Sub-contracting	Max 10% of total eligible costs
Travel	No threshold
Costs of stay	No threshold



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Project Budget Calculation & Reporting

5 Budget Categories



Staff UC

Travel UC

Costs of Stay UC

Equipment AC

Subcontracting AC

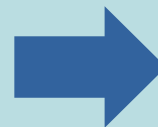
2 Allocation & Justification Methods

Actual Costs (AC)

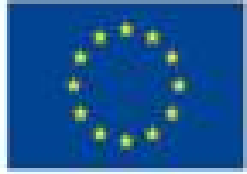
Unit Costs (UC)

Other types of costs

(ex.: overheads costs, etc.) are not considered for the calculation of the grant.



Expected to be **covered by co-funding**



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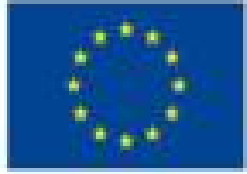
Justification of the costs

Actual costs: How did you **use** the grant ?

- Expenses (/costs) incurred
- Supporting documents=proof of expenses (invoices, proof of payment et)

Unit costs: what did you **achieve** with the grant?

- Result-based (/based on proof of activity)
- No need to prove the real expenditure
- But need to prove the "triggering event" (i.e.: the fact the activity has taken place (e.g. teaching, training))



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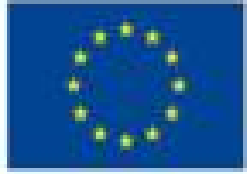
Unit costs

Unit costs values mentioned in the **Guidelines:**
ONLY for:

- Budget calculation
- Reporting purposes

Consortium reimbursement mechanisms

- Should be different from the values mentioned in the Guidelines
- Agreed by consortium
- Described in Partnership Agreement

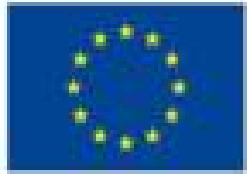


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Supporting documents for Actual Costs

Budget Headings	Supporting documents
Equipment	<ul style="list-style-type: none">▪ Invoices▪ Bank statements▪ Tendering procedure: 3 quotations from different suppliers for expenses exceeding 25.000€
Sub-contracting	<ul style="list-style-type: none">▪ Subcontracts▪ Invoices▪ Bank statements▪ Tendering procedure: 3 quotations from different suppliers for expenses exceeding 25.000€

For details: See Guidelines for the Use of the Grant

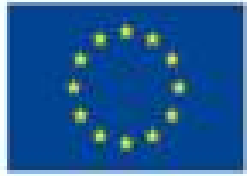


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Supporting documents for Unit Costs

Budget Headings	Supporting documents
Staff	<ul style="list-style-type: none">▪ Formal employment contract▪ Staff convention▪ Time sheets▪ Agendas▪ Attendance / Participant lists▪ Tangible outputs/products
Travel and Costs of Stay	<ul style="list-style-type: none">▪ Individual Travel Report (ITR)▪ Invoices, receipts, boarding passes▪ Agendas▪ Attendance / Participant lists▪ Tangible outputs/products

For details: See Guidelines for the Use of the Grant



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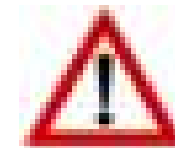
Equipment rules

Equipment can come from anywhere

- No Rule of Origin

Equipment purchase limited to HEIs only

- HEIs recognised by Ministry of Education

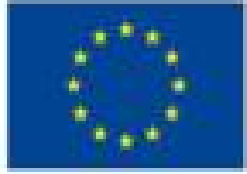


Changes to the list of equipment

- Possible if well justified
- Must be authorised by Agency

Launch purchase asap

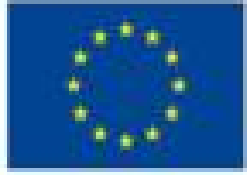
- Tender procedure takes time
- Start using the equipment during the project's lifetime



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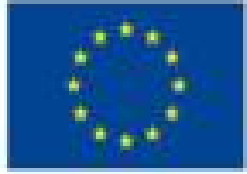
Subcontracting / Equipment rules

Amount of subcontract	Tasks to perform
Over 25.000 EUR	Tendering procedure <ul style="list-style-type: none">▪ Three quotes at least
Over 134.000 EUR	Tendering procedure <ul style="list-style-type: none">▪ In conformity with national legislation



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Project Monitoring



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Desk Monitoring

Definition

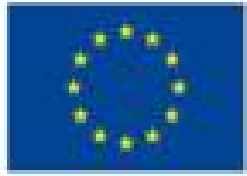
- Management tool
- Continuous process which aims to help the project achieve its objectives

Project Officer

- Each project has an assigned Project Officer in the Agency

Objective

- To support the Project coordinators
- Track the project progress through evaluation of the progress and final report



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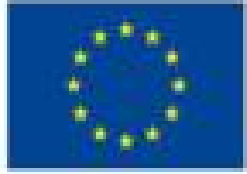
Field Monitoring Visits (1/3)

Part of the monitoring strategy of EACEA Agency

- Annual Monitoring Plan
- Conducted by NEO/ EU Delegation/ Project Officer
 - NEO mandate
 - National plan communicated to each NEO

Aim of Monitoring visits

- Check that the project is on track
- Check that partners are fully involved in the project
- Offer support and advice
- Prevent penalties due to weak project implementation



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Field Monitoring Visits (2/3)

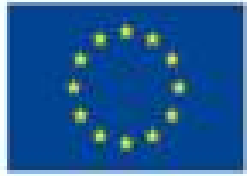
Format

- Presentation of state-of-play by all partners
- Recommendations from NEO / Project Officer

Role of EACEA Agency

- Feedback to project coordinator
- Occasional participation in monitoring visits

Each project will be visited at least once in each Partner Country

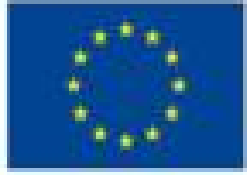


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Field Monitoring Visits (3/3)

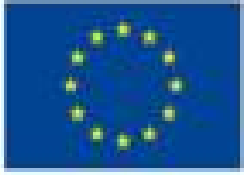
Key Messages:

- Special emphasis on the **sustainability/impact** of the projects and on the **dissemination/exploitation** of the results (use Annex II of Programme Guide as guidance doc.)
- For that purpose the general and specific project **objectives** need to be **clear from the start** of the project for each participant to the project
- Measure and document: project **activities** should be continuously **evaluated against the project goals** (based on the needs analysis) through figures, questionnaires, interviews, analysis etc.



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Communication and Dissemination



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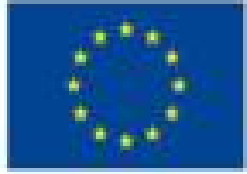
Internal Communication (1/2)

With Coordinator and other partners

- Project kick-off meeting
- Defined in the Partnership Agreement
- Communication-plan (means, frequency, channels)
- Transparency

National coordinator

- Main Partner Country contact for the project
- Facilitates communication with partners from Partner Countries
- Not compulsory



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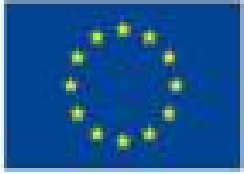
External Communication (2/2)

With EACEA Agency

- One Project Officer responsible for your project
- Contact only possible via coordinator
- Exception: exceptional circumstances, e.g. conflict with coordinator

With your National Erasmus+ Office

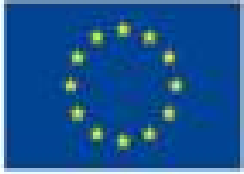
- Support to projects
- Experience in Tempus/Erasmus+ projects



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External Dissemination Strategy

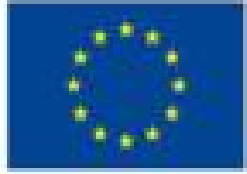
- Draft **intentional** dissemination plan with **target groups**
 - What, Why, Who, When, How?
- Choose most suitable **methods** of dissemination for each audience
- Define the **expected impact** and **measure** it



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Dissemination Tools

- **Visual Identity** for the project: project branding/logos
- Project **website**:
 - User-friendly
 - Launch at project start
 - Informative & attractive ALSO for wider public
 - Content: Project description/objectives, management structure, project outputs (dates of events, trainings, meeting etc), results of project activities
- Project flyers/leaflets/**brochures**
- **Media** releases, newsletters, articles in specialised press
- **Social media**: blogs, facebook, twitter
- Public **events**, meetings, seminars



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Publicity / Visibility rules

Project publications and results:

- Must display **Erasmus+ Logo**



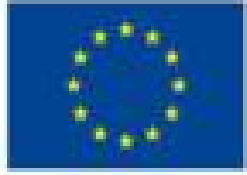
Co-funded by the
Erasmus+ Programme
of the European Union

- Must mention this **sentence**: "*Co-funded by the Erasmus+ Programme of the European Union*"

Include **disclaimer**:

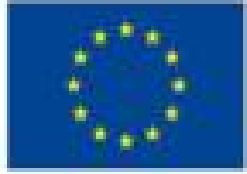
"This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein".

See Agency's website: https://eacea.ec.europa.eu/about-eacea/visual-identity_en



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Quality Assurance

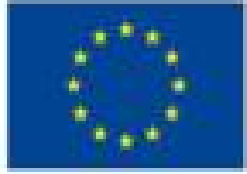


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Rationale

Quality Assurance

- Instrument of monitoring process towards **achieving the project goals**
- Ensures increased **sustainability & impact** of activities and project results
- Designed both for **accountability** & ongoing **improvement**



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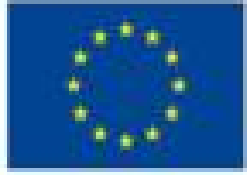
Internal vs. External Quality Assurance

Internal Quality Assurance

- Follow up and monitoring of activities (tools: roadmaps, Gantt charts, dashboards etc.)
- Assessing & measuring that the activities are in line with the project objectives (Logical framework, SWOT analysis etc.)
- Internal peer review of the quality of the products

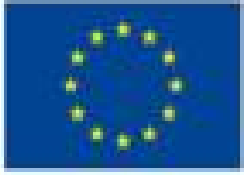
External Evaluation

- Peer-review by academic/admin staff from non-partner HEIs
- Representatives from local authorities / private companies
- National QA Agencies (only if the integrated international dimension of the project is covered)



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Special Mobility Strand



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Special Mobility Strand (SMS) rules

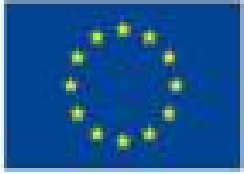
Definition

- Additional support for international mobility of students and staff
- for studying, training and teaching purposes

Conditions

- Students must be enrolled in an HEI of the consortium
- be at least in the second year of higher education studies (for study mobility only)

Associate partners cannot benefit from the SMS



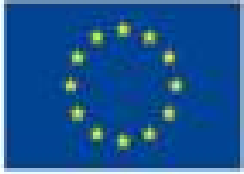
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STUDENTS

Activities	From Partner C To Partner C	From Partner C To Programme C	From Programme C To Partner C	From Programme C To Programme C
Study	X	X	X	Not eligible
Traineeship	X	X	X	Not eligible

STAFF

Activities	Staff from beneficiary HEIs	Staff from no HEI beneficiaries	From PC To PC	From PC To PgC	From PgC To PC	From PgC To PgC
Teaching	X	X	X	X	X	<u>Not eligible</u>
Training	X	<u>Not eligible</u>	X	X	<u>Not eligible</u>	<u>Not eligible</u>

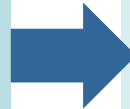


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SMS documents

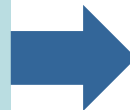
SIGNED BY:

**Inter-institutional
agreement
(General Framework)**



**each project partner
(before starting the
selection of the mobility
scheme)**

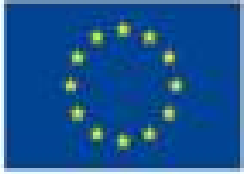
**Individual Grant
Agreement
(Duration & Financial
Support)**



**▪ the individual
▪ the sending organisation
▪ the receiving organisation
(before the start of the
individ. mobility)**

**Learning and Mobility
Agreement
(Content & Credits /
Learning Outcomes)**





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SMS Subsistence costs / students / staff

Each mobility must be encoded in the Mobility Tool.

Subsistence costs automatically calculated

Engagement No.	File	Coordinating institution	Project number
2015-GB	TEST JP 10 11	ECOLE NATIONALE SUPERIEURE DE TECHNIQUES AVANCEES BASTONNE	34

Year	Start date (YYYY-MM-DD)	End date (YYYY-MM-DD)	Expenses start	Expenses end	Save dates
2015	15/10/2015	14/10/2017	15/10/2015	14/10/2017	

Country	Destination country (show/hide)	Role
Coordinator	(show/hide)	Staff
Coordinator	(show/hide)	Staff

Students (0)

Main List [-] | Non-Scholarship holders [-]

Category	Default quota	Specific Quota	Persons/Qta	Add to a list	Bulk Phase Change Status
Programme Country	100	100	7 / 100	Add to selected category	<input type="checkbox"/>
Partner Country	100	100	4 / 100	Add to selected category	<input type="checkbox"/>

validate

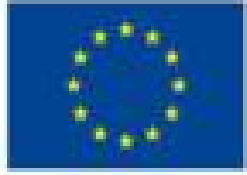
All none

Staff (0)

Main List [-] | Non-Scholarship holders [-]

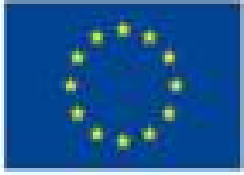
Category	Default quota	Specific Quota	Persons/Qta	Add to a list	Bulk Phase Change Status
Programme Country	100	100	5 / 100	Add to selected category	<input type="checkbox"/>
Partner Country	100	100	4 / 100	Add to selected category	<input type="checkbox"/>

validate



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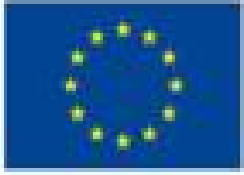
Conclusions



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Recap: Novelties CBHE vs. Tempus

- Equipment: no Rule of origin anymore
- Special Mobility strand
- Unit costs
- Supporting documents for staff and travel costs (unit costs)
- No need to justify co-funding anymore
- Indirect costs: not covered by the grant anymore
- Partnership agreement mandatory
- Payment instalments: 50 - 40 - 10%
- Penalties if weak project implementation
- Associated partners
- PICs



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Key 'take aways' from presentation

Prevent future problems:

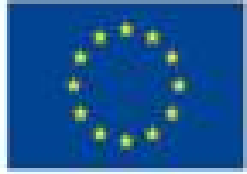
- Learn & understand the CBHE rules

Prerequisites for effective implementation:

- Communication- plan
- Quality assurance strategy
- External dissemination strategy
- Sustainability and exploitation strategy

Real partnership:

- Requires genuine engagement and conversations
- Take your place in the partnership (full partners have rights & obligations)



Erasmus+

Grantholders' meeting

Dates

- 25-26 January 2017
- Brussels

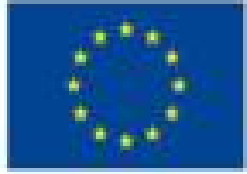
Participants

- Coordinator + 1 PC Partner

Content

- Project management rules
- Financial rules

Ask information to your project coordinator



Erasmus+

In case of doubt?

Do not hesitate to refer to:

- Contractual documents (Grant Agreement)
- EACEA website: http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en
- Guidelines for the use of the Grant
- Your coordinator / partners
- National Erasmus+ Office (NEO)
- EACEA Agency (through your coordinator)

